

The Director of Central Intelligence

Washington, D.C. 20505

23 August 1979

Dear Vince,

As I mentioned on the phone, I have been very remiss in not writing to thank you for your super report at the end of your TDY with us. You know that I feel I have benefited from each of your reports but this was perhaps the most valuable of all to me. Perhaps you were even more hard-hitting; perhaps the timing was appropriate. I'm sure you sense from some of the actions in the personnel field and elsewhere that your impact has been substantial.

I was planning to write in more detail than will be possible about some of your suggestions. One of the reasons it is not possible is that one day before I was prepared, the movers came in and packed all the papers on top of my desk at home. We have now moved and unpacked 80% but haven't come to the right box yet! Since your papers are buried in one of 40 boxes of books and the bookshelves aren't yet installed in the new home, they may not turn up for some time!

One of the points you raised that is very fundamental is that of unclassified publication. Just this week we have released another study on energy. A Harvard professor, who knows better and with whom we've had good contact, wrote an article this week in The Washington Post about how we have "goofed" on Soviet oil predictions. The first of these actions demonstrates my stubbornness. The second demonstrates your conviction that this is a game in which we cannot win. [redacted] article was most appropriate in that respect because it seems very clear that our predictions on Soviet oil production have indeed been right, but that doesn't mean we will necessarily get public credit for it.) Nonetheless, I believe that the United States can use the objective work of its Intelligence Community to two kinds of good advantage if substantial material can be released in unclassified form. The first is simply the better education of the public. So much of what they learn about national security affairs comes either from very confused reporting in the press or very biased releases from various agencies or pressure groups. I think it important that we play a constructive role here. Secondly, I believe that as a country we are entering an era of much more intense international economic competition. We are perhaps the only major government that appears to use the governmental apparatus to thwart rather than assist the exporting business.

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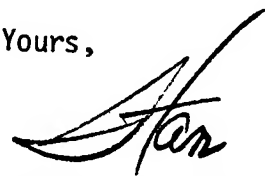
Again, I think in a very small way we in the intelligence world can play a useful role in helping American business understand the environment in which they must operate. Both of these viewpoints may be unduly idealistic. They are indeed a break with tradition, particularly the tradition of secrecy. I just don't think we can put that genie back in the bottle in any event, and in the long run there are substantial benefits to be had by this new course.

Another of your key suggestions was to fold up the Collection Tasking Staff and merge it in with the NIOs. Again, I believe I'm shooting for the long run here. The business of intelligence has two components: collecting information and analyzing information. It seems very logical to me to have a vice president for each. On top of that, as does any corporation, I also believe I should have a vice president for budgets or a comptroller. Thus I have organized into Collection Tasking, Resource Management and Foreign Assessment. The Collection Tasking was running reasonably well before; it requires close coordination with the analytic people in foreign assessment; and hence, there is a great proclivity to continue it under some other aegis. What has not been realized is taking full advantage of cross discipline collections, e.g., insuring that what we do in photography supplements rather than overlaps or underlaps what we do in SIGINT and HUMINT, etc. The need in this area will grow as our types of collection expand and as our challenges become more and more difficult, e.g., monitoring increasingly esoteric provisions of arms control treaties. I therefore believe that building up this capability to take the cross-discipline view and to provide the DCI one point to which he can turn for advice on matters of collection will more than prove itself in time. It is an uphill battle because the parochial barons over in the Pentagon view this as a potential threat. They won't be happy until they see it submerged back in the IC Staff or NFAC. I'm afraid that I don't intend to do that because of my strong personal conviction that the long term good is in giving the DCI the three functional vice presidents that he needs. It's all part of turning the DCI into a meaningful position rather than one that simply is titular.

I appreciated all your advice on how to fill Bob Bowie's job. I looked into many of the names you recommended. I have just announced that Bruce Clarke will fill those big shoes. It was a difficult choice and your last-minute advice on the phone was very helpful. I don't know that I can really say how I came to that decision. The three finalists were all so close. Again, many thanks for your helpfulness here.

Hope the vacation was super. Best to you and to Anne and again,
thanks for a very real contribution to my endeavors.

Yours,

A handwritten signature in black ink, appearing to read "Stans", with a long, sweeping horizontal stroke extending to the left.

STANSFIELD TURNER

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